


















# Town of Fort Smith Corporate Services Committee

Tuesday, February 5, 2019, at 7:00 pm.

## AGENDA

1. Call to Order
2. Delegation
3. Declaration of Financial Interest
4. Review
  - a. Agenda
  - b. Minutes
  - c. Vision, Values and Priorities
  - d. Strategic Plan
5. Governance
  - a. Council Priorities
    - i. Property Tax Issues
    - ii. Commissioner's Land within Municipal Boundaries
    - iii. Fire Abatement
    - iv. GNWT Job Reductions
    - v. Aurora College Program Review
    - vi. Boundary Expansion
    - vii. Road to Garden River
    - viii. Youth Crime
    - ix. Daycare
6. Directors Report
  - a. Accounts Paid Part I
  - b. Accounts Paid Part II
  - c. Correspondence January 2019
  - d. License Report January 2019
7. Bylaw/Policy Review and Development
8. Administration
9. Other Business
10. Excusing of Councillors
11. Date of Next Meeting
12. Adjournment

| Attached Documents   |
|--|
|   <br>Corporate Services Vision, Values, and Strategic Plan<br>Minutes January 8, 2019  |
|   <br>Accounts Paid Part I Accounts Paid Part II Correspondence<br>Jan 2019<br><br><br>License Report Jan 2019 |
|   <br>Accounts Paid Part I Accounts Paid Part II Correspondence<br>Jan 2019<br><br><br>License Report Jan 2019 |
|   <br>Accounts Paid Part I Accounts Paid Part II Correspondence<br>Jan 2019<br><br><br>License Report Jan 2019 |



Town of Fort Smith  
Corporate Services Committee  
Tuesday, January 8, 2019, at 7:00 pm

Chairperson: D/M Smith  
Members: Mayor Napier-Buckley, Cr. Westwell, Cr. Beaulieu, Cr. Cox, Cr. McArthur, Cr. Campbell  
Regrets: Cr. Couvrette, Cr. Pischinger  
Staff Present: Cynthia White, Acting Senior Administrative Officer; Jim Hood, Director of Corporate Services; Lisa-marie Pierrot, Executive Secretary

1. Call to Order

D/M Smith called the meeting to order at 7:01 pm.

2. Review

a. Agenda –The agenda was reviewed.

**RECOMMENDATION**

**Moved by: Cr. Cox**

**Seconded by: Cr. Westwell**

**That the agenda be adopted as presented.**

**CARRIED UNANIMOUSLY**

b. Minutes – The minutes of December 4, 2018, were reviewed and have been adopted at the Council meeting of December 18, 2018.

c. Vision, Values and Priorities – The Vision, Values and Priorities were reviewed.

d. Strategic Plan – The Strategic Plan was reviewed. D/M Smith advised that the Strategic Plan and Council training will be discussed at the next committee meeting and not this meeting as per the minutes. Mayor Napier-Buckley requested Council to review the priorities in the Strategic Plan to prepare for the standing committee meeting.

3. Governance

a. Council Priorities

i. Daycare – Administration advised that the Daycare Society has been provided keys for the spaces that will be leased to them. She advised that they will start moving items into the spaces and setting up to do interviews. She advised that the Daycare Society is working on licensing which is now sitting in the office of the Fire

Marshall in Yellowknife for approval. She advised that once the license is approved, it will be provided to ECE to issue funding. D/M Smith asked if the Daycare Society is still targeting February 1<sup>st</sup> as a startup date. Administration advised that due to the delay with the with licensing the Daycare Society is anticipating a start of the end of February as they can't make any big purchases without their startup funding from ECE. D/M Smith indicated that the press release was excellent.

4. Director's Report – The Director of Corporate Services advised that the Corporate Services Department has experienced some staff issues; the finance clerk resigned and is being back filled by Michelle Gauthier. Michelle Maguire is filling in the receptionist position. The Corporate Services Officer Anand Soochit was killed in a motor vehicle accident. He advised that he is in the process of filling in that position or working out a way to fill the duties of that position. He advised that there will be an analysis of the Corporate Service Officer position completed. He feels the Corporate Service Department will be able to still carry on and people will get paid and bills will be paid and will be ready for the auditors. He feels that we are still able to complete the services that are required.

- a. Accounts Paid List Part I– The Accounts Paid List Part I was reviewed.

**RECOMMENDATION**

**Moved by: Cr. McArthur**

**Seconded by: Cr. Cox**

**That the Accounts Paid List Part I for the period ending December 31, 2018, totaling \$921,086.28 be approved.**

**CARRIED UNANIMOUSLY**

- b. Correspondence – The December 2018 correspondence was reviewed. Cr. Westwell advised that there was a lengthy letter that was sent by Marion Berls on a water bill and asked if Administration has worked with Marion Berls to resolve her concerns. The Director of Corporate Services advised that the correspondence was reviewed and that there were a couple of billing arrears due to inconsistent meter readings. He advised that in her case it had to do with the meter reading, he made the adjustments, called her and explained and followed up with a letter to her. He advised that she was pleased with the response. Cr. Westwell thanked the Director of Corporate Services for the response. Cr. Campbell asked if there are meter reading issues with other clients. The Director of Corporate Services advised that there have been some issues detected earlier in the year and have replaced the meter reader. He advised that there are a number of meters that errors occur in the reading and is working on determining the issue, which is ongoing.
- c. Licensing Report – The December 2018 licensing report was reviewed. Mayor Napier-Buckley asked if there are any new applications received to run a Chase the Ace lottery. Administration advised that there have been no applications received.

## 5. Bylaw/Policy Review and Development

- a. Bylaw 995 Annual Borrowing Bylaw – The 2019 Annual Borrowing Bylaw was reviewed. Administration advised that this a bylaw that is passed every year. The Director of Corporate Services advised that the bylaw is an annual borrowing bylaw that covers things such as an overdraft should the Town ever need to borrow funds for a short time. He advised that the amount is the maximum amount that BMO would allow the Town to borrow without going to debenture.

### **RECOMMENDATION**

**Moved by: Cr. Westwell**

**Seconded by: Cr. Cox**

**That Bylaw 995 Annual Borrowing Bylaw 2019 be forwarded to the Council Meeting of January 22, 2019 for first and second reading.**

**CARRIED UNANIMOUSLY**

## 6. Administration

- a. NWTAC Resolutions – Administration advised that the NWTAC deadline to submit resolutions for the AGM is on January 27, 2019. Mayor Napier-Buckley advised that every year the Town is given the opportunity to presents resolutions that affect our community and others across the NWT at the NWTAC AGM. She advised that the resolutions have to affect the territory and not just the community. She advised that some of the previous resolution examples include River bank erosion and the MACA funding formula. She advised that the deadline to submit resolutions is January 27, 2019 for it to be included in the package which gives communities the opportunity to review resolutions before the AGM. She advised that this is not the absolute deadline and that submission can still be made after this date but will not be reviewed by other communities. She advised that Council has been provided with past resolutions through email. She advised that the current resolutions that we are looking to submit are in regards to the Foundational Review and ensuring that the NWT follows through on their vision on post-secondary education, multiyear GNWT contributions instead of annual contracts so that we are able to hire staff and plan out years. One of the other items that is being considered is looking at programs that are no longer provided by the GNWT such as STIP days and what we have to do to cover those days.

Cr. Westwell advised that he has a resolution and provided a copy to Council. He advised that the resolution that he would like to have presented is intended to address the critical infrastructure deficit that has affected all communities in the NWT. He was unsure if he should categorize the major communities as tax-based communities. D/M Smith advised that Behchoko is a self-government community and has a different relationship with the federal government on taxation. Mayor Napier-

Buckley advised that there are six tax-based communities that also include Norman Wells and Fort Simpson. Cr. Westwell thanked Mayor Napier-Buckley for the clarification. He asked for input on if the document should categorize communities by the four largest communities or the tax-based communities. D/M Smith advised that there was a prior document on funding distributed by MACA that identified funding deficits and overspending by community. Cr. Westwell indicated that the idea is to identify the funding deficit without singling out communities. The Director of Corporate Services thinks that MACA published the report and that the document could be sent to Council. He suggested wording the resolution to have the funding gap closed by a certain date and not identify communities which that would eliminate singling out communities. Cr. Westwell asked for clarifications on the potential resolutions that would be submitted to the NWTAC AGM. Mayor Napier-Buckley advised that there are no resolutions from the Town of Fort Smith with respect to the Foundational Review but that there was a resolution brought forward in the 2018 AGM. She recalled the resolution being in regards to the college and believes it was for the college to be properly funded and programs to be reinstated. She advised that there are a couple of resolutions that are being put forward by City of Yellowknife for the 2019 AGM. She advised that some of the resolutions include the Taltson Hydro project, duty to consult, cannabis revenue sharing, regulation of crematoriums, transformation of the College process. She advised that all the previous year resolutions submitted by the Town of Fort Smith were passed with exception of one that was withdrawn. D/M Smith indicated that there was a previous email with the past resolutions that were previously passed. Cr. Westwell asked for if there is any data on how many resolutions are passed and how many are followed up on. Mayor Napier-Buckley advised that the NWTAC provides an update at the AGM on the status of previously passed resolutions. Cr. Westwell advised that he will work on drafting the resolution and email it to Council by the end of the week. Mayor Napier-Buckley advised Council that if anyone wants to submit a resolution, they can submit it to the Executive Assistant by Friday January 11, 2019 at 5:00 pm. She advised that resolutions will be updated for the next meeting of Council for recommendation to be included at NWTAC AGM.

- b. GNWT Foundational Review – Mayor Napier-Buckley advised that she would like to provide some information on the Town response to the Foundational review to ensure that it is within Council’s objectives. She advised that in January 2017, it was announced that cuts will be made to the Aurora College resulting in cancelling the TEP program in Fort Smith and the Social Work in Yellowknife. She advised that the Town of Fort Smith opposed those cuts and that there were some disagreements on where the future of the college was heading. The GNWT called for a Foundational Review which was completed by a southern contractor. That resulted in recommendations on transferring the Aurora College to a University which will be headquartered in Yellowknife. She advised that

the Town opposed those recommendations and followed up with letters and lobbying two different communities. She advised that D/M Smith and herself presented to the Standing Committee on Social Development. She advised that D/M Smith and herself also met with the Premier and Minister of ECE. She advised that the Town's current response is that we do support a Polytechnic Institute and that the college is already one. We believe in a three campus and that we move forward collaboratively. The goal is education for residents of the NWT and would be a priority over a destination university. The department should be at arm's length and programs be reinstated. There is a perception that the department is pitting the three communities against one another. As a result, Inuvik, Yellowknife and Fort Smith Mayors have been in discussion and working on releasing a press release together. Cr. Westwell thinks the best way to move forward is to be a productive partnership. He indicated that the Town's response was very well done and supports the position in the document as the right way to go moving forward. Mayor Napier-Buckley advised that the Town Response paper can be sent to Council and that there is a press release that will be going out soon from all three Mayors.

**RECOMMENDATION**

**Moved by: Cr. Westwell**

**Seconded by: Cr. Cox**

**That Council support the Town of Fort Smith's response to the GNWT Foundational review.**

**CARRIED UNANIMOUSLY**

7. Excusing of Councillors

**RECOMMENDATION**

**Moved by: Cr. Westwell**

**Seconded by: Cr. McArthur**

**That Cr. Couvrette and Cr. Pischinger be excused from the Corporate Services Standing Committee meeting of January 8, 2019.**

**CARRIED UNANIMOUSLY**

8. Date of Next Meeting

The next meeting of the Corporate Services Standing Committee will be February 5, 2019.

9. Adjournment

**RECOMMENDATION**

**Moved by: Cr. Cox**

**Seconded by: Cr. Campbell**

**That the meeting be adjourned at 7:52 pm.**

**CARRIED UNANIMOUSLY**



# Town of Fort Smith

## Vision, Values and Priorities

Approved: November 20, 2018

## Vision

The vision statement outlines what our community wants to be. Our vision statement provides a basis for future decision-making and activities.

**The Town of Fort Smith will work with our partners to enhance our excellent quality of life by respecting values, traditions, and healthy lifestyles. We will continue to advance as a unified, active and prosperous community.**

## Values

The mission defines how the Town will operate; it represents what is fundamentally important to us in how we work with each other and represent the citizens of Fort Smith.

- **Welcoming** – we are a friendly community which embraces our visitors, students and residents alike.
- **Innovative** – we take on new challenges in the pursuit of excellence.
- **Sustainable** – we are committed to sustainability in our Town's operations and development.
- **Unified** – we work with Indigenous governments and our partners to implement our plans and achieve our goals.
- **Committed** – we operate professionally and to the highest ethical standards.

## Priorities

Key themes and priorities emerged through the community engagement process. The residents of Fort Smith have a clear perspective on our town's priorities. They are presented in two sections. The first includes priorities within the Town's mandate to address; the second include priorities that the Town can work with other governments and agencies to achieve.

### Town Mandate

- responsive government
- youth
- attraction and retention of residents
- partnerships with Indigenous governments and others
- safety and legislation
- infrastructure
- community services
- communication



# Town of Fort Smith

## Vision, Values and Priorities

Approved: November 20, 2018

### Town as Facilitator

- health and wellness
- child care
- sustainability, energy and climate change
- education
- economy
- affordable housing

## Goals, Strategies and Actions

Based on the priorities our goals are:

- To retain existing and attract new residents
- To be the healthiest community in the Northwest Territories
- To be a leader in sustainability
- To grow our role as the education capital in the NWT
- To create a diversified local economy
- To operate a responsive and transparent government

Each goal is supported by strategies and actions to address the priorities. We are committed to working toward achieving these goals.





*Fort Smith*  
*Northwest Territories*  
UNEXPECTED. UNFORGETTABLE.

# TOWN OF FORT SMITH

## STRATEGIC PLAN - 2018



WELCOMING | INNOVATIVE | SUSTAINABLE | UNIFIED | COMMITTED

# Message from the Mayor



On behalf of the Town Council for the Town of Fort Smith, I am pleased to present the new Strategic Plan. This plan provides direction for how the town will move forward in priorities, decisions, and opportunities for the next several years.

We have been able to meet with residents, businesses, and other Governments throughout the Town to talk about what is vital to our community growth, wellness, sustainability, roles, economy, values, and identity. It is through the engagement process that we identified and consolidated the goals that you see as essential for the municipality. Many are under the mandate of the town, while many others highlight the role that we need to take as a facilitator on social and wellness issues and as an advocate for our community.

Our decision-making process connects to the vision that our community has put forward. As we resolve issues that come before Council and how we will proceed, the Strategic Plan will be an integral part of those discussions. The Strategic Plan will be brought forward to the community for continued engagement through implementation.

We look forward to bringing to life the vision that we have created together.

**Mayor Lynn Napier-Buckley**

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# Introduction

Building on the successful implementation of the 2010 Strategic Plan, Town Council initiated a Strategic Plan update. A community engagement process was undertaken to better understand the priorities that residents feel their local government should focus on.

This Strategic Plan is an important document for our town. It defines where we want to go as a community and provides us with the map to get there. It helps us to respond effectively and efficiently to issues facing our community and to take advantage of new opportunities that arise. It's about setting the direction that will help to maintain the kind of town we want.

We spoke with over 200 Fort Smith residents about your priorities for our town through an intensive engagement process. Whether you responded to the survey, attended a community event or participated through an advisory committee, we thank you for being part of the process.

Strategic Planning is an on-going process. We will need additional input from our residents as we implement this plan. We hope that you will continue to partner with us, so we can continue to meet your needs now and in the future.

On behalf of the Town of Fort Smith Council and Staff, the Mayor and Council are pleased to present our 2018 Strategic Plan. This Plan establishes our goals and sets our direction over the next several years.

# Background

The Town of Fort Smith is nestled on the banks of the Slave River<sup>1</sup>. Once the capital of the Northwest Territories, Fort Smith has always been a hub of activity. For centuries, the Dene and Métis hunted and fished the land and tributaries flowing into the Slave River. The waterway was key to their movements, following the ancient rhythms of animals and seasons. Explorers and fur traders later used the Slave as a gateway from the Prairies when travelling north from Lake Athabasca.

Fort Smith was the site of a Hudson Bay settlement. For 200 years, all freight from the south travelled the Slave River. Due to the formidable rapids at Fort Smith, this freight would need to be portaged. This was the route to the Arctic until a highway to Hay River was built in 1949 and freight was transported to Great Slave Lake. Fort Smith was the capital of the Northwest Territories until 1967.

Today, its residents describe Fort Smith as a friendly, welcoming community. It has much to offer to residents and visitors alike. The town has modern facilities, including a pool, curling rink, and large gymnasium; excellent health and social services; and regular community programming for all age levels. Health and safety are ensured by the local RCMP detachment, a volunteer fire department, and the Fort Smith Health and Social Services Centre.

Fort Smith is the NWT education capital. All grades are available, from kindergarten to Grade 12, as well as French immersion and alternative education programs. The town is also home to Aurora College's headquarters and largest of three campuses.

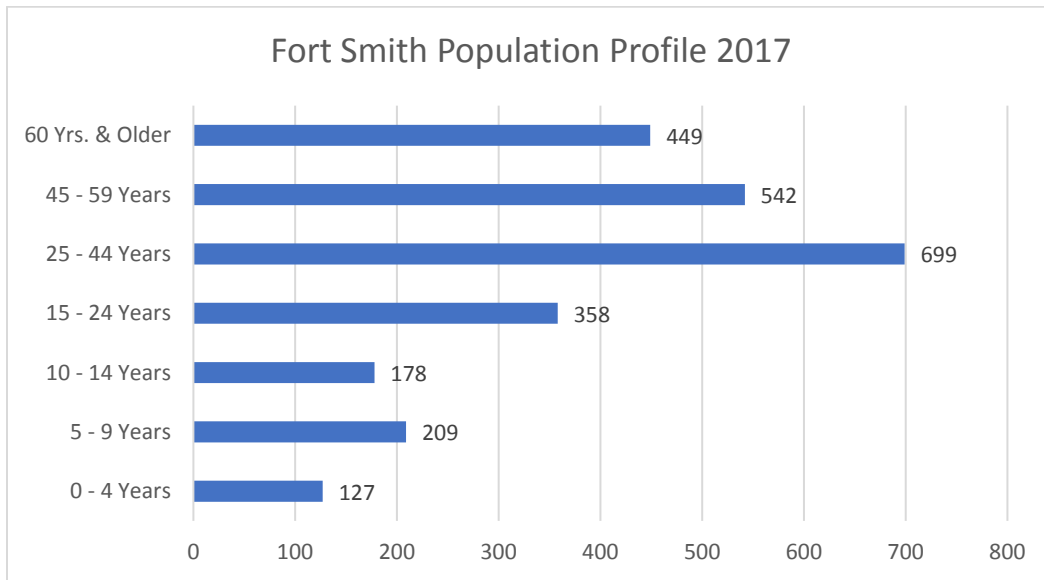
World-class rapids, the world's largest Dark Sky Preserve, a UNESCO World Heritage Site and territorial and national parks are all nearby. The Northern Life Museum and Cultural Centre features impressive cultural and natural collections from the Thebacha region.

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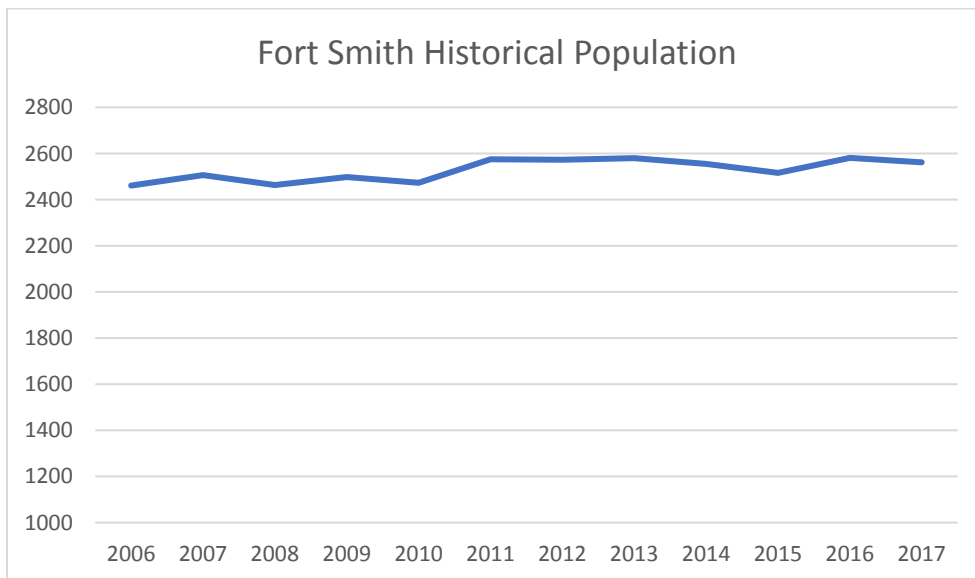
<sup>1</sup> From Town of Fort Smith Website

# Demographics

The 2017 population profile below shows that the largest age group in Fort Smith is from ages 25-44. While this is significant, it is also worth noting that 34% of the population is under the age of 24 and 39% of the population is over the age of 45. This suggests that may be sustained growth of the Fort Smith population and that more services will be required to address the needs of an aging population as well.

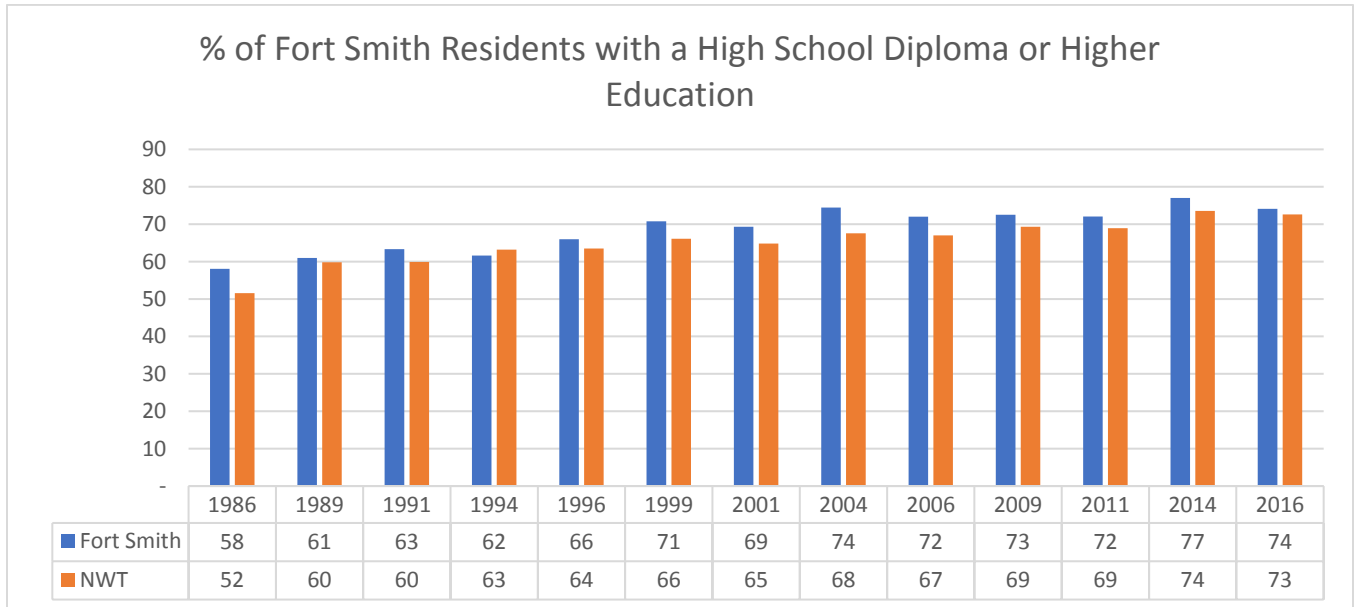


From 2007 to 2017 there was a slight increase in the population of Fort Smith. It grew by 0.2% in that time frame. However, the population of the age group 60 + rose by 4.2% over those 10 years.

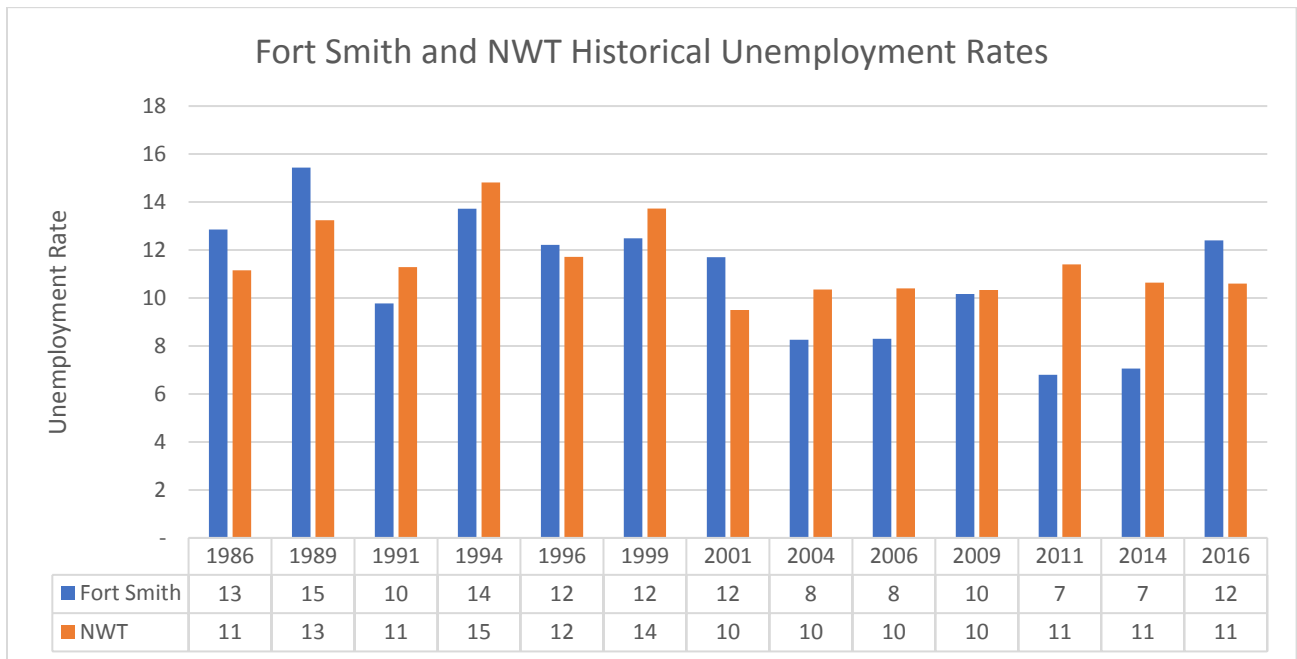


**WELCOMING | INNOVATIVE | SUSTAINABLE | UNIFIED | COMMITTED**

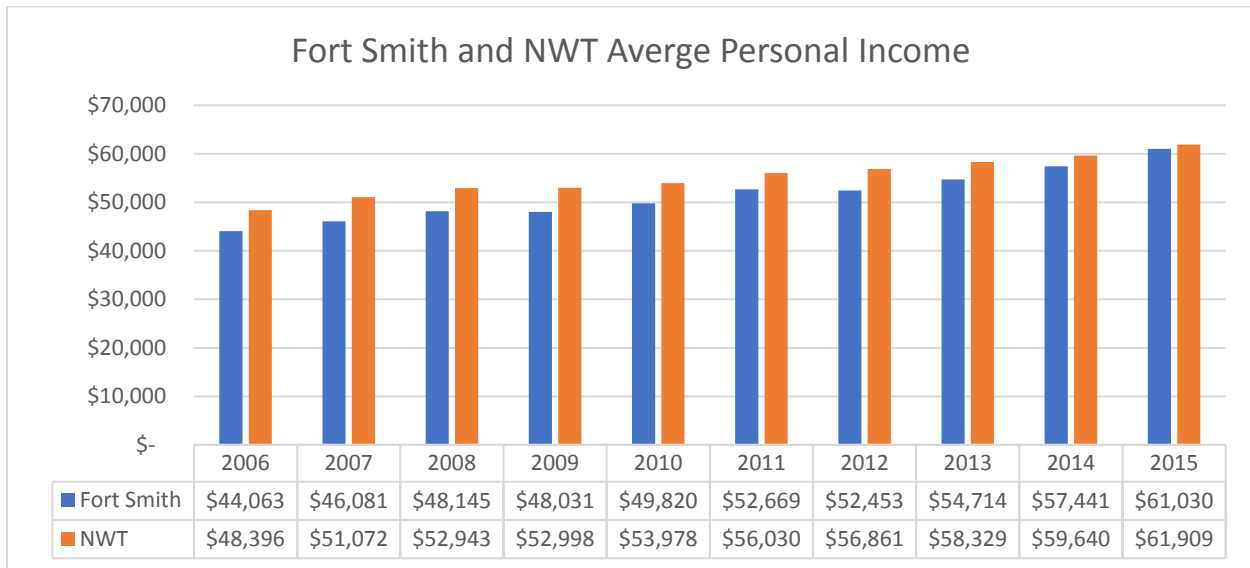
Fort Smith is a well-educated community. Those who hold a high school graduation diploma or have achieved higher education has increased in Fort Smith and throughout the NWT from 1986 to 2016. In general, the percentage of residents with a high school diploma or higher education is higher among those living in Fort Smith than the whole of the NWT.



The unemployment rate in Fort Smith is generally lower than the NWT.



Average incomes in Fort Smith continue to rise. From 2006 to 2015, the average personal income has been slightly lower in Fort Smith than in the Northwest Territories. However, the increase in income during this period has been higher in Fort Smith.





# Process

The community engagement process took place over a 12-month period in 2017 and 2018. More than 200 residents participated and identified opportunities for Fort Smith's future. The perspectives gathered provide direction for the updated Strategic Plan. The process included the following opportunities for engagement:

- Community Survey
- Stakeholder workshops (7) – Northern Life Museum, Fort Smith Housing Authority, Chamber of Commerce, Fort Smith Métis Council, Fort Smith Seniors Society, Salt River First Nation, Smith's Landing First Nation, and Fort Smith Health and Social Services Society.
- Mayor and Council Workshops (3)
- Town of Fort Smith Advisory Board Workshops – Culture, Recreation, Trade and Tourism, and Sustainable Development.
- Information Booth at Aurora College
- Youth Visioning Workshop
- World Café

# Vision

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# Goals, Strategies and Actions

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- **To be the healthiest community in the Northwest Territories**
- **To be a leader in sustainability**
- **To grow our role as the education capital in the NWT**
- **To create a diversified local economy**
- **To operate a responsive and transparent government**

Each goal is supported by strategies and actions to address the priorities. We are committed to working toward achieving these goals.

## To retain existing and attract new residents.

### Accomplishments

- Downtown Development Plan
- Special awards program that contributes to communication with elders
- Community engagement
- Development of Westgrove III

### Strategies

- Support the development of affordable housing within the town
- Support the development of high quality and affordable child care in the town
- Work with Indigenous governments to support their development plans
- Promote Fort Smith as the Best Place to Live North of 60
- Develop a road connecting Fort Smith with the south

### Support the development of affordable housing within the town

| Actions   | 1-2 Yrs | 3-5 Yrs | 6 Yrs + |
|---|---------|---------|---------|
| Identify tools the Town has to reduce housing costs   |         |         |         |
| Work with local developers to promote diversity of housing types                                      |         |         |         |
| Work with the Fort Smith Housing Authority  |         |         |         |
| Work with the College to explore feasibility of renovating and renting vacant student housing         |         |         |         |
| Work with the GNWT to explore the feasibility of renovating and renting the RCMP homes being replaced |         |         |         |
| Lobby GNWT, Minister, and Federal Government for support to develop housing                           |         |         |         |

### Support the development of high quality and affordable child care in the town

| Actions  | 1-2 Yrs | 3-5 Yrs | 6 Yrs + |
|--|---------|---------|---------|
| Work with partners to develop child care (including infant, toddler, pre-school and after school care) in the town |         |         |         |
| Identify tools available to the Town to support the development of additional child care spaces                    |         |         |         |

### Work with Indigenous governments to support their development plans

| Actions   | 1-2 Yrs | 3-5 Yrs | 6 Yrs + |
|---|---------|---------|---------|
| Provide and expand municipal services to accommodate growth and development |         |         |         |
| Prepare for future and support settled land claims                          |         |         |         |

**Promote Fort Smith as the Best Place to Live North of 60 “Unexpected; Unforgettable”**

| <b>Actions</b>  | <b>1-2 Yrs</b> | <b>3-5 Yrs</b> | <b>6 Yrs +</b> |
|---|----------------|----------------|----------------|
| Develop and implement a promotional campaign stressing location, quality of life, outdoor recreation, facilities and services |                |                |                |
| Partner with businesses and government agencies on a strategy to attract new residents  |                |                |                |
| Develop a Fort Smith fact sheet for orientation to Town Services, amenities, recreation opportunities, etc.                   |                |                |                |

**Develop a road connecting Fort Smith with the south**

| <b>Actions</b>   | <b>1-2 Yrs</b> | <b>3-5 Yrs</b> | <b>6 Yrs +</b> |
|--|----------------|----------------|----------------|
| Work with the GNWT, Government of Alberta, the Federal Government and Indigenous Governments in and around Wood Buffalo National Park to create the connection |                |                |                |

## To be the healthiest community in the Northwest Territories.

### Accomplishments

- Rebuilding the arena
- Increased and stronger bylaw enforcement
- Fire smart program
- Partnership with RCMP
- Pedestrian and vehicle safety improvements
- Improvement in community services
- Track and field facilities
- Thebacha Trail
- Snowboard park
- Hosting the Arctic Winter Games

### Strategies

- Increase community wellness and overall health
- Maintain and improve existing community facilities
- Ensure the safety of our residents

### Increase community wellness and overall health

| Actions  | 1-2 Yrs | 3-5 Yrs | 6+ Yrs |
|--|---------|---------|--------|
| Work with partners to update the Community Wellness Plan                                   |         |         |        |
| Work with partners to identify funding for a Community Wellness Coordinator                |         |         |        |
| Offer healthy food and beverage options at all Town facilities                             |         |         |        |
| Develop a youth-led strategy for meeting their health and recreation needs                 |         |         |        |
| Continue to develop both indoor and outdoor active recreation opportunities                |         |         |        |
| Provide additional STEAM and literacy-based recreational opportunities                     |         |         |        |
| Member of Council to attend the seniors' lunch program to develop awareness of elder needs |         |         |        |

### Maintain and improve existing community facilities

| Actions  | 1-2 Yrs | 3-5 Yrs | 6+ Yrs |
|--|---------|---------|--------|
| Implement recreation facility upgrade (midlife retrofit) |         |         |        |
| Implement park space assessment recommendations          |         |         |        |
| Replace Town Hall  |         |         |        |
| Replace Library  |         |         |        |

WELCOMING | INNOVATIVE | SUSTAINABLE | UNIFIED | COMMITTED

|   |  |  |  |
|---|--|--|--|
| Develop new Protective Services Building (firehall and ambulance) |  |  |  |
|---|--|--|--|

**Ensure the safety of our residents**

| <b>Actions</b>   | <b>1-2 Yrs</b> | <b>3-5 Yrs</b> | <b>6+ Yrs</b> |
|--|----------------|----------------|---------------|
| Update and implement emergency preparedness plan   |                |                |               |
| Roll out and use the Mass Notification System  |                |                |               |
| Organize and attend monthly meetings with RCMP and quarterly meetings with Ambulance and Fire Department |                |                |               |
| Increased and stronger bylaw enforcement presence (speeding, dog control, contamination and littering)   |                |                |               |
| Work with inter-agency to address youth crime  |                |                |               |
| Identify barriers among homeowners regarding implementing the FireSmart Education Program                |                |                |               |
| Update and implement the FireSmart program for Town lands, private lands and Commissioner lands          |                |                |               |
| Citizens on Patrol in Town (work with RCMP and Indigenous Governments)                                   |                |                |               |



## To be a leader in sustainability.

### Accomplishments

- Contributions of the Advisory Groups
- Waste Management Strategy
- Arena has electrified boiler (back up oil boiler only used if no power)

### Strategies

- Be the first carbon neutral community in the NWT
- Reduce waste

### Be the first carbon neutral community in the NWT

| Actions  | 1-2 Yrs | 3-5 Yrs | 6+ Yrs |
|--|---------|---------|--------|
| Update and continue to implement and monitor the Energy Plan   |         |         |        |
| Develop a climate change adaptation plan   |         |         |        |
| Explore the feasibility of replacing Town vehicles with electric vehicles                            |         |         |        |
| Develop a plan to to replace fuel oil with hydro electricity for residents                           |         |         |        |
| Educate residents on energy efficiency measures  |         |         |        |
| Work with builders to develop sustainable housing  |         |         |        |
| Explore partnerships with the GNWT to retrofit existing buildings with energy efficient alternatives |         |         |        |
| Partner with the GNWT to identify funding to support this strategy                                   |         |         |        |

### Reduce waste

| Actions  | 1-2 Yrs | 3-5 Yrs | 6+ Yrs |
|--|---------|---------|--------|
| Implement recommendations of solid waste management and recycling study              |         |         |        |
| Explore feasibility of collection and composting of organics (food and garden waste) |         |         |        |
| Identify funding opportunities to move plan implementation ahead more quickly        |         |         |        |

## To grow our role as the education leader in the NWT.

### Accomplishments

- Enhanced partnerships with Joseph Burr Tyrell School and Paul William Kaeser High School
- Town support for school events and activities

### Strategies

- Lobby the GNWT to maintain and grow Fort Smith’s educational status in the NWT
- Building strong relationships with the Aurora College Student Community
- Foster relationship with our schools – Joseph Burr Tyrell (JBT) School and Paul William Kaeser (PWK) High School
- Maintain the headquarters for NWT post-secondary education in Fort Smith

### Lobby the GNWT to maintain and grow Fort Smith’s educational campus status in the Northwest Territories

| Actions  | 1-2 Yrs | 3-5 Yrs | 6+ Yrs |
|--|---------|---------|--------|
| Work with Aurora College to initiate discussions with GNWT about current and future plans for post-secondary education in the Northwest Territories. |         |         |        |
| Continue to emphasise Fort Smith’s role as a campus town with lots to offer students   |         |         |        |

### Build strong relationships with the Aurora College Student Community

| Actions  | 1-2 Yrs | 3-5 Yrs | 6+ Yrs |
|--|---------|---------|--------|
| Ensure college students feel welcome (i.e. add student tab to Town website)          |         |         |        |
| Host town-sponsored events for students  |         |         |        |
| Connect high school students within and outside the community with College offerings |         |         |        |
| Lobby GNWT to replace Breynat Hall and replace/upgrade student housing               |         |         |        |

### Maintain the headquarters for NWT post-secondary education in Fort Smith

| Actions  | 1-2 Yrs | 3-5 Yrs | 6+ Yrs |
|--|---------|---------|--------|
| Communicate regularly with the Campus Director   |         |         |        |
| Become closer to the governance of the College; communicate with the Office of the President                                     |         |         |        |
| Appoint a Council liaison person   |         |         |        |
| Identify opportunities to participate in Aurora College activities such as orientation, student appreciation week and graduation |         |         |        |

|  |  |  |  |
|--|--|--|--|
| Lobby the GNWT to ensure that Aurora College headquarters remain in Fort Smith, to reestablish appropriate governance of Aurora College, and to reinstate programs recently abolished (teacher education, social work) |  |  |  |
| Work with other territorial governments (municipal, aboriginal) GNWT Ministers and MLAs to emphasize the benefits of having Aurora College headquarters in Fort Smith, and the dangers of GNWT centralization          |  |  |  |

**Foster relationship with our schools – Joseph Burr Tyrrell (JBT) School and Paul William Kaeser (PWK) High School**

| <b>Actions</b>   | <b>1-2 Yrs</b> | <b>3-5 Yrs</b> | <b>6+ Yrs</b> |
|--|----------------|----------------|---------------|
| Transition to elected members to the District Education Authority (DEA) with regular reporting back to Council |                |                |               |
| Offer student awards   |                |                |               |
| Support lunch and crosswalk programs   |                |                |               |
| Review and update joint use agreement  |                |                |               |
| Provide tournament support   |                |                |               |
| Identify other opportunities to partner with our schools   |                |                |               |
| Hold annual youth visioning workshop   |                |                |               |
| Coordinate training in municipal government for youth in grades 10,11, and 12                                  |                |                |               |
| Create a youth voice on advisory boards  |                |                |               |

## To create a vibrant local economy.

### Accomplishments

- Economic Development Strategy
- Hired Economic Development Officer

### Overall Strategies

- Support implementation of Economic Development Strategy
- Continue training of Economic Development Officer
- Build capacity of the Economic Development department
- Ensure continuing roles for Tourism and Trade Advisory Board

### Goals + Strategies (from 2017 Economic Development Strategy)

#### Goal #1: Foster and Encourage Business and Job Creation and Retention Strategies

- Opportunities assessment
- Develop land & business inventory
- Gather input from business community
- Identify investment objectives & strategies
- Implement investment strategy
- Strengthen government positions in Fort Smith

#### Goal #2: Increase Communication with and within the Business Community Strategies

- Assess local business climate
- Provide educational & networking opportunities
- Regular communication with business community
- Support Chamber of Commerce with “Shop Local” campaign

#### Goal #3: Diversify the Local Economy Strategies

- Create a cooperative planning strategy with community and regional partners
- Identify areas of economic “leakage” and areas to recapture spending
- Encourage youth and emerging entrepreneurs

#### Goal #4: Attract and Retain Residents to live in Fort Smith Strategies

- Identify the current situation
- Define key target markets, messaging & strategy
- Develop a marketing strategy
- Increase housing options
- Create a resident ambassador program

**WELCOMING | INNOVATIVE | SUSTAINABLE | UNIFIED | COMMITTED**

**Goal #5: Enhance Livability**

**Strategies**

- Identify areas needing improvement
- Strengthen public engagement
- Create a community improvement plan/program
- Create municipal funding program
- Identify transportation concerns
- Grow culture and arts sector

**Goal #6: Attract Shoppers and Visitors from the Region into our Community**

**Strategies**

- Direct marketing campaign
- Improve visitor experience

**Goal #7: Champion and Assist with Tourism Product Development and Packaging**

**Strategies**

- Champion new development
- Identify the barriers to tourism development
- Encourage cultural aspects of tourism products

**Goal #8: Increase number of Festivals, Sporting Events and Conferences held in Fort Smith**

**Strategies**

- Create/maintain active Volunteer Base
- Collaborate with local and territorial organizations to host and market events

**Goal #9: Work with Regional Partners to Market Fort Smith (Hay River, Fort McMurray, Yellowknife, Edmonton)**

**Strategies**

- Market Fort Smith regionally, nationally and internationally

## To operate a responsive and transparent government.

### Accomplishments

- Paving of roads
- More streetlights
- Improved clearing of roads and sidewalks
- Waste Management Plan
- Updating bylaws
- 20 Year Capital Plan
- Council representative on the Museum Board
- Continuing implementation of Infrastructure Plan
- Stability in management
- Invigoration of Advisory Boards
- Website
- Opportunities for citizens to be involved in governance without being on Council

### Strategies

- Continue to provide high quality programs and services to our citizens
- Implement the calls to action for municipal government from the Truth and Reconciliation Commission
- Be the employer of choice in the NWT
- Maintain and improve existing community infrastructure
- Review legislation to ensure it is up to date and relevant
- Ensure community members are well-informed
- Improve communication and dialogue with other levels of government including government agencies and boards
- Formalise orientation for new and returning Mayor and Council by administration to ensure continuity after elections

### Continue to provide high quality programs and services to our citizens

| Actions  | 1-2 Yrs | 3-5 Yrs | 6+ Yrs |
|--|---------|---------|--------|
| Undertake annual community services satisfaction survey to identify improvements and solicit ideas for new programs and services |         |         |        |
| Continue tax relief program for seniors and disabled persons   |         |         |        |
| Coordinate annual meeting of all Advisory Boards; facilitate sharing of information between Boards; quarterly Chair meetings     |         |         |        |
| Develop a Sponsorship Policy to increase revenue available for programs and services   |         |         |        |

WELCOMING | INNOVATIVE | SUSTAINABLE | UNIFIED | COMMITTED

|  |  |  |  |
|--|--|--|--|
| Recognize and support the work of volunteers |  |  |  |
|--|--|--|--|

### Implement the calls to action for municipal government from the Truth and Reconciliation Commission

| Actions   | 1-2 Yrs | 3-5 Yrs | 6+ Yrs |
|---|---------|---------|--------|
| Fully adopt and implement the <i>United Nations Declaration on the Rights of Indigenous Peoples</i> as the framework for reconciliation   |         |         |        |
| Reform policies and bylaws in support of decolonization   |         |         |        |
| Provide education to staff on the history of Indigenous people, including the history and legacy of residential schools, the <i>United Nations Declaration on the Rights of Indigenous Peoples</i> , Treaties and Indigenous rights, and Indigenous-Crown relations |         |         |        |

### Be the employer of choice in the NWT

| Actions   | 1-2 Yrs | 3-5 Yrs | 6+ Yrs |
|---|---------|---------|--------|
| Organize regular staff and Council meetings and social activities |         |         |        |
| Highlight staff achievements                                      |         |         |        |
| Maintain a safe and respectful workplace                          |         |         |        |
| Maintain stability in management                                  |         |         |        |

### Maintain and improve existing community infrastructure

| Actions  | 1-2 Yrs | 3-5 Yrs | 6+ Yrs |
|--|---------|---------|--------|
| Repair and upgrade roads as required   |         |         |        |
| Repair and upgrade sidewalks as required   |         |         |        |
| Lobby GNWT and Federal Government to stabilize the slide zone                            |         |         |        |
| Increase streetlighting as required  |         |         |        |
| Ensure that costs for water and solid waste are fully covered by users through user fees |         |         |        |
| Continue to implement the 20 Year Capital Plan   |         |         |        |

### Review legislation to ensure it is up to date and relevant

| Actions  | 1-2 Yrs | 3-5 Yrs | 6+ Yrs |
|--|---------|---------|--------|
| Continue the review of all bylaws, policies and procedures to ensure effectiveness and relevance |         |         |        |
| Create new bylaws as required (i.e. legalization of marijuana)                                   |         |         |        |

**Ensure residents, college students and visitors are well-informed**

| <b>Actions</b>   | <b>1-2 Yrs</b> | <b>3-5 Yrs</b> | <b>6+ Yrs</b> |
|--|----------------|----------------|---------------|
| Develop community communications guidelines and policies   |                |                |               |
| Host an annual Open House to provide an update on Town activities and provide opportunities for public input |                |                |               |
| Continue monthly calendar and community news sheet advertising local businesses and community events         |                |                |               |
| Make more effective use of media platforms to communicate Town events  |                |                |               |
| Work with College to share information on Town activities  |                |                |               |
| Replace and relocate electronic signage  |                |                |               |

**Improve communication and dialogue with other levels of government including Indigenous governments**

| <b>Actions</b>  | <b>1-2 Yrs</b> | <b>3-5 Yrs</b> | <b>6+ Yrs</b> |
|---|----------------|----------------|---------------|
| Work with Indigenous governments to implement Municipal Service Agreements  |                |                |               |
| Foster partnerships with other agencies and organizations   |                |                |               |
| Regular meetings with Smith's Landing First Nation, Salt River First Nations and Fort Smith Métis Council to discuss areas of common concern and provide support where applicable |                |                |               |

**Formalise orientation for new and returning Mayor and Council by administration to ensure continuity after elections**

| <b>Actions</b>   | <b>1-2 Yrs</b> | <b>3-5 Yrs</b> | <b>6+ Yrs</b> |
|--|----------------|----------------|---------------|
| Develop a policy mandating orientation                           |                |                |               |
| Develop procedures for when and how orientation will take place. |                |                |               |



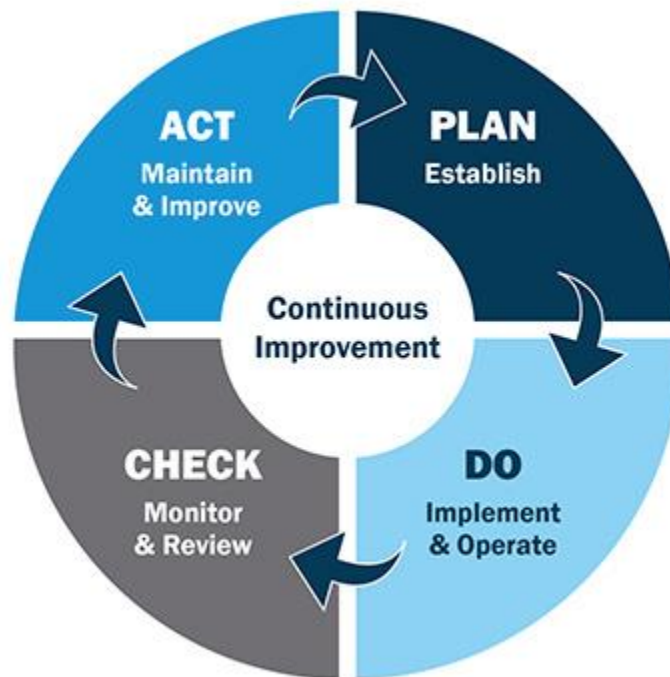
## Next Steps

As a next step, we will work with staff to develop the financial plans to support the implementation of our Strategic Plan. Some of our strategies can be pursued and action items can be accomplished over the short-term while others might need to be pursued over the long-term.

Meeting our goals will require a coordinated effort from Mayor and Council, staff, Advisory Boards, other agencies and residents. Each Strategic Plan goal includes an implementation plan with suggested strategies and actions for addressing the goals. This is a critical starting point for implementation of the Plan.

Evaluation and monitoring is the second key implementation tool. Evaluation and monitoring annually will enable us to:

- prioritize goals each year,
- set specific performance measures and performance targets,
- analyze progress toward meeting targets,
- reconsider goals and timing considering progress,
- involve residents in evaluating success; and
- communicate successes and challenges to residents as well as plans for the upcoming year.



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This approach provides a continual loop of planning, implementation and evaluation. It includes all stakeholders and involves residents in proactively planning community services as well as evaluating how community programs and services are meeting their needs.

Through this process we have identified our community values and priorities, and these will be our guide as we move forward. Our progress toward addressing these priorities and achieving our goals will be formally reported on through the Town's Annual Report.

Strategic Planning is an on-going process and your feedback is an important part of moving forward.

# Appendix - Foundational Documents

## Foundational documents

Below is a list of the documents reviewed as part of the process of developing the 2018 Town of Fort Smith Strategic Plan.

GNWT, **Cities, Towns and Villages Act** (2014)  
GNWT, **Summary of Community Statistics** (2018)  
Salt River First Nation, **Municipal Services Agreement** (2001)  
Smith Landing First Nation, **Municipal Services Agreement** (nd)  
Town of Fort Smith, **5 Year Capital Plan** (2010)  
Town of Fort Smith, **20 Year Capital Plan** (2014)  
Town of Fort Smith, **Capital Plan** (2016)  
Town of Fort Smith, **Community Energy Plan** (2010)  
Town of Fort Smith, **Community FireSmart Protection Plan** (2010)  
Town of Fort Smith, **Community Services Master Plan** (2012)  
Town of Fort Smith, **Drainage Assessment** (2010)  
Town of Fort Smith, **Economic Development Strategy** (2017)  
Town of Fort Smith, **Integrated Community Sustainability Plan** (2010)  
Town of Fort Smith, **Parks and Open Space Plan** (2017)  
Town of Fort Smith, **Tourism/Visitor Services Branding and Marketing Strategy** (2011)



TOWN OF FORT SMITH  
ACCOUNTS PAID LIST PART 1  
FOR THE PERIOD ENDING JANUARY 31, 2019

| CHQ # | SUPPLIER                        | DESCRIPTION                               | AMOUNT       | DEPT.     |
|-------|---------------------------------|---|--------------|-----------|
| 34538 | Bank of Montreal                | Jim Hood Statement                        | \$ 2,420.72  | Multiple  |
|       |                                 | \$1028.69 - Christmas lights for downtown |              |           |
|       |                                 | \$174.34 - Christmas lights for downtown  |              |           |
|       |                                 | \$1217.69 - Bell cell phone bill          |              |           |
| 34539 | GNWT                            | Employee training                         | \$ 1,000.00  | WTP       |
| 34540 | Grimshaw Trucking               | Freight                                   | \$ 949.91    | Multiple  |
| 34541 | Lou's Small Engines             | Propane                                   | \$ 273.00    | Arena     |
| 34542 | Link Home Hardware              | Materials and supplies                    | \$ 2,911.50  | Multiple  |
| 34543 | Territorial Beverages Ltd.      | Pop order                                 | \$ 952.86    | RCC       |
| 34544 | NWT Power Corporation           | Power bills                               | \$ 55,000.61 | Multiple  |
| 34545 | Freund Building Supplies        | Shovel                                    | \$ 31.49     | WTP       |
| 34546 | Lifesaving Society              | Exam fees                                 | \$ 113.00    | Pool      |
| 34547 | Thyssenkrupp Elevator           | Maintenance                               | \$ 1,253.20  | RCC/Arena |
| 34548 | NEBS Pension Fund               | January premiums [R]                      | \$ 33,537.24 | AD        |
| 34549 | Bank of Montreal                | Cynthia White statement                   | \$ 4,044.24  | Multiple  |
|       |                                 | \$1078.04 - book order                    |              |           |
|       |                                 | \$105.46 - mail drop                      |              |           |
|       |                                 | \$409.96 - webinar fees                   |              |           |
|       |                                 | \$269.03 - ASCP supplies                  |              |           |
|       |                                 | \$2181.75 - book order                    |              |           |
| 34550 | Customer                        | Christmas light contest 2nd place         | \$ 150.00    | AD        |
| 34551 | Globalstar Canada               | Sat phone bill                            | \$ 162.64    | AB/FD     |
| 34552 | Customer                        | Christmas light contest 3rd place         | \$ 100.00    | AD        |
| 34553 | TDC Contracting Ltd.            | Repairs/heating oil/gas                   | \$ 7,075.58  | Multiple  |
| 34554 | NEBS Group Insurance            | January premiums [R]                      | \$ 11,408.80 | AD        |
| 34555 | Cam's Husqvarna Sales & Service | Blade for brush cutter                    | \$ 31.45     | WTP       |
| 34556 | Customer                        | Christmas light contest 1st place         | \$ 250.00    | AD        |
| 34557 | CANCELLED                       |   |              |           |
| 34558 | Customer                        | Refund - bouncy castle rental             | \$ 82.00     | RCC       |
| 34559 | Guillevin International Co.     | Fire boots and helmet                     | \$ 1,307.04  | PS        |
| 34560 | Precision Industries            | Repair sewer service for customer         | \$ 16,679.25 | PW        |
| 34561 | Tube Pro Inc.                   | Tubes for sliding                         | \$ 2,706.90  | RCC       |
| 34562 | Cascade Publishing Inc.         | Reorder TOFS letterhead                   | \$ 657.56    | AD        |
| 34563 | Grimshaw Trucking               | Freight                                   | \$ 500.55    | Multiple  |
| 34564 | Paul Kaesers Stores Ltd.        | Materials and supplies                    | \$ 730.09    | Multiple  |
| 34565 | Lou's Small Engines             | Parts                                     | \$ 395.61    | FM        |
| 34566 | Petty Cash                      | Replenish Town Hall petty cash            | \$ 119.05    | AD        |
| 34567 | Wally's Drugs                   | Materials and supplies                    | \$ 533.72    | RCC       |
| 34568 | Freund Building Supplies        | Materials and supplies                    | \$ 396.70    | Multiple  |
| 34569 | Xerox Canada LP                 | Copiers usage                             | \$ 913.64    | AD        |
| 34570 | Bank of Montreal                | Paul Kaeser Statement                     | \$ 581.20    |           |
|       |                                 | \$172.12 - Christmas lights for downtown  |              | PW        |
|       |                                 | \$409.08 - parts for pump                 |              | WTP       |
| 34571 | Yellowknife Book Cellar         | Prizes for Literacy nights                | \$ 227.27    | Library   |
| 34572 | Commercial Aquatic Supplies     | Pool chemicals                            | \$ 1,102.76  | RCC       |
| 34573 | Taxation Division               | December school tax                       | \$ 4,700.99  | AD        |
| 34574 | Wesclean Northern Sales Ltd.    | Freight                                   | \$ 102.75    | Multiple  |
| 34575 | Fields                          | Materials and supplies                    | \$ 379.88    | RCC       |
| 34576 | Office Solutions                | Office supplies                           | \$ 523.21    | AD        |
| 34577 | Advanced Medical Solutions      | Medical supplies                          | \$ 331.49    | Ambulance |
| 34578 | CANCELLED                       |   |              |           |
| 34579 | Customer                        | refund overpayment on water account       | \$ 69.45     | AD        |
| 34580 | Receiver General                | Payroll deductions [R]                    | \$ 51,539.98 | AD        |
| 34581 | Terry's Carpentry Service       | January lease payment                     | \$ 2,520.00  | Ambulance |
| 34582 | TDC Contracting Ltd.            | Heating oil and parts                     | \$ 3,462.26  | Multiple  |
| 34583 | Lou's Small Engines             | Propane                                   | \$ 81.31     | Arena     |
| 34584 | Northwestern Air Lease          | Freight                                   | \$ 48.48     | RCC       |
| 34585 | Mercury Sign Art & Design       | Sign for women's hockey                   | \$ 310.80    | RCC       |



TOWN OF FORT SMITH  
ACCOUNTS PAID LIST PART 1  
FOR THE PERIOD ENDING JANUARY 31, 2019

| CHQ # | SUPPLIER                         | DESCRIPTION                                 | AMOUNT       | DEPT.          |
|-------|----------------------------------|---|--------------|----------------|
| 34586 | TDC Contracting Ltd.             | Bobcat repair/heating oil                   | \$ 4,531.01  | PW             |
| 34587 | Wesclean Northern Sales Ltd.     | Janitorial supplies                         | \$ 1,339.13  | RCC            |
| 34588 | Arctic Alarm/Diamondtel          | Alarm monitoring                            | \$ 119.60    | RCC/Arena      |
| 34589 | Office Solutions                 | Office supplies                             | \$ 1,423.71  | RCC            |
| 34590 | Westech Fire & Safety            | Ambulance coveralls                         | \$ 346.50    | Ambulance      |
| 34591 | Hay River Heavy Truck Sales Ltd. | Oxygen bottles                              | \$ 201.60    | Ambulance      |
| 34592 | See Accounts Paid List II        |   |              |                |
| 34593 | Link Home Hardware               | Materials and supplies                      | \$ 1,629.65  | Multiple       |
| 34594 | Freund Building Supplies         | Supplies                                    | \$ 411.74    | WTP            |
| 34595 | Northwestern Air Lease           | Water samples freight                       | \$ 66.33     | WTP            |
| 34596 | Clartech                         | Bentonite                                   | \$ 450.03    | WTP            |
| 34597 | See Accounts Paid List II        |   |              |                |
| 34598 | Alberta Blue Cross               | Refund - invoice cancelled                  | \$ 290.00    | AD             |
| 34599 | Taylor Architecture Group        | Claim #1                                    | \$ 12,841.95 | AD             |
| 34600 | EMCO Waterworks                  | Heat exchanger and expansion tank           | \$ 29,002.91 | WTP            |
| 34601 | David Nairne & Associates Ltd.   | Strategic plan                              | \$ 1,142.31  | AD             |
| 34602 | Northwestel Inc.                 | Internet bills                              | \$ 1,046.44  | Multiple       |
| 34603 | TDC Contracting Ltd.             | Gas and heating oil                         | \$ 13,934.22 | Multiple       |
| 34604 | Infosat Communications           | Sat phone bill                              | \$ 169.22    | Fire/Ambulance |
| 34605 | Arcotech Computers Inc.          | Offsite back up service and license renewal | \$ 904.26    | AD             |
| 34606 | TDC Contracting Ltd.             | Heating oil and vehicle repairs             | \$ 3,879.44  | Multiple       |
| 34607 | Wesclean Northern Sales Ltd.     | Janitorial supplies                         | \$ 2,289.00  | RCC            |
| 34608 | Helena Katz                      | Newsletter for November 2018                | \$ 412.50    | AD             |
| 34609 | Taylor and Company               | Scope sewer line at residential property    | \$ 1,703.37  | PW             |
| 34610 | Bank of Montreal                 | K. Morrison Statement                       | \$ 1,847.91  |                |
|       |                                  | \$-1123.40 - Refund Adobe renewal fee       |              | AD             |
|       |                                  | \$102.26 - Cardstock for Christmas cards    |              | AD             |
|       |                                  | \$1299.40 - Bell phone bill                 |              | Multiple       |
|       |                                  | \$60.85 - SDAB lunch                        |              | AD             |
|       |                                  | \$60.85 - RAB lunch                         |              | AD             |
|       |                                  | \$60.85 - ABC lunch                         |              | AD             |
|       |                                  | \$87.10 - TTAB lunch                        |              | AD             |
|       |                                  | \$1300.00 - NWTAC conference fees           |              | AD             |
| 34611 | Kaesers Store                    | Materials and supplies                      | \$ 7,880.88  | Multiple       |
| 34612 | Lou's Small Engines              | Boiler inspections and propane              | \$ 887.25    | Multiple       |
| 34613 | Wally's Drugs                    | Dry erase markers                           | \$ 23.08     | FD             |
| 34614 | The Prophet Corporation          | Sports equipment                            | \$ 485.54    | RCC            |
| 34615 | Office Solutions                 | Materials and supplies                      | \$ 2,057.95  | AD             |
| 34616 | Customer                         | Meter deposit refund less bill payment      | \$ 22.20     | AD             |
| 34617 | GNWT                             | Lab fees - water samples                    | \$ 1,836.45  | WTP            |
| 34618 | Lifesaving Society               | Fees  | \$ 12.00     | Pool           |
| 34619 | Employee                         | Reimburse drivers medical                   | \$ 100.00    | PW             |
| 34620 | Pitneyworks                      | Refill postage meter                        | \$ 1,575.00  | AD             |
| 34621 | Employee                         | Reimburse drivers medical                   | \$ 100.00    | WTP            |
| 34622 | AECOM                            | Water and sewer                             | \$ 2,794.64  | PW             |
| 34623 | 3 Star Ventures Inc.             | Metals removal from landfill site           | \$ 5,239.50  | PW             |
| 34624 | Investors Group                  | January contributions                       | \$ 200.00    | AD             |
| 34625 | Paul Kaesers Stores Ltd.         | Materials and supplies                      | \$ 413.09    | Multiple       |
| 34626 | Northwestel Inc.                 | Phone bills                                 | \$ 4,055.91  | Multiple       |
| 34627 | Town of Fort Smith               | January payroll deductions                  | \$ 776.57    | AD             |
| 34628 | Receiver General                 | Payroll deductions [R]                      | \$ 49,203.56 |                |
| 34629 | PSAC                             | January Union dues                          | \$ 4,099.31  |                |
| 34630 | GNWT - Taxation Division         | January payroll tax [R]                     | \$ 6,516.87  |                |
| 34631 | Northwestern Air Lease           | Freight                                     | \$ 61.20     | PS             |
| 34632 | TDC Contracting Ltd.             | Heating oil                                 | \$ 5,302.93  | Multiple       |
| 34633 | See Accounts Paid List II        |   |              |                |
| 34634 | Wesclean Northern Sales Ltd.     | Janitorial supplies                         | \$ 684.36    | RCC            |
| 34635 | TOFS Employees Association       | January contributions                       | \$ 296.00    | AD             |



TOWN OF FORT SMITH  
ACCOUNTS PAID LIST PART 1  
FOR THE PERIOD ENDING JANUARY 31, 2019

| CHQ #        | SUPPLIER                            | DESCRIPTION                               | AMOUNT               | DEPT.     |
|--------------|-------------------------------------|---|----------------------|-----------|
| 34636        | Lou's Small Engines                 | Propane                                   | \$ 341.25            | Arena     |
| 34637        | Customer                            | Meter deposit refund                      | \$ 125.00            | AD        |
| 34638        | Office Solutions                    | Materials and supplies                    | \$ 316.64            | Library   |
| 34639        | Roots & Ruminants Farm              | 2018 flowers                              | \$ 5,427.45          | PW        |
| 34640        | Customer                            | Refund meter deposit less final bill      | \$ 72.20             | AD        |
| 34641        | Customer                            | Refund meter deposit                      | \$ 350.00            | AD        |
| 34642        | Grimshaw Trucking                   | Freight                                   | \$ 419.37            | PW        |
| 34643        | Mega-Tech                           | Radar unit calibration                    | \$ 157.50            | PS        |
| 34644        | NWT Power Corporation               | Power bills                               | \$ 58,942.39         | Multiple  |
| 34645        | Customer                            | Refund duplicate online payment           | \$ 207.90            | AD        |
| 34646        | Fire Prevention Services Ltd.       | Service sprinkler system                  | \$ 1,216.89          | FM        |
| 34647        | TDC Contracting Ltd.                | Loader repairs                            | \$ 1,610.32          | PW        |
| 34648        | Bobcat of the Peace                 | Parts                                     | \$ 4,651.58          | PW        |
| 34649        | Fields                              | Materials and supplies                    | \$ 47.44             | PS/RCC    |
| 34650        | Office Solutions                    | Materials and supplies                    | \$ 290.30            | RCC/AD    |
| 34651        | Aurora Ford                         | Purchase Vehicles                         | \$ 146,399.40        | Multiple  |
| 34652        | David Purchase                      | Phone cable                               | \$ 80.00             | PW        |
| 34653        | Office Solutions                    | Materials and supplies                    | \$ 518.17            | FM        |
| 34654        | Ingenious Software                  | Annual service contract costs             | \$ 1,646.40          | PS        |
| 34655        | Northern Life Museum & Cultural     | Annual contribution                       | \$ 25,000.00         | AD        |
| 34656        | Town of Fort Smith                  | Water bills                               | \$ 1,053.06          | Multiple  |
| 34657        | Lifesaving Society                  | Certification fees                        | \$ 130.00            | Pool      |
| 34658        | TDC Contracting Ltd.                | Heating oil and gas                       | \$ 4,433.59          | Multiple  |
| 34659        | RDV Mechanical                      | Grader repairs                            | \$ 1,470.00          | PW        |
| 34660        | McLennan Ross                       | Legal fees                                | \$ 1,276.28          | AD        |
| 34661        | Taylor Architecture Group           | Claim #2                                  | \$ 14,834.17         | AD        |
| 34662        | Bank of Montreal                    | Paul Kaeser Statement                     | \$ 172.00            |           |
|              |                                     | \$172.00 - Vehicle registration new fleet |                      | AD        |
| 34663        | Bank of Montreal                    | Cynthia White statement                   | \$ 798.00            |           |
|              |                                     | \$798.00 - supplies                       |                      | Library   |
| 34664        | Bank of Montreal                    | Jim Hood Statement                        | \$ 1,219.08          |           |
|              |                                     | \$1219.08 - Bell phone bill               |                      | Multiple  |
| 34665        | Commercial Aquatic Supplies         | Pool testing supplies                     | \$ 1,655.15          | Pool      |
| 34666        | Mercury Sign Art & Design           | Sign and decals                           | \$ 722.40            | FM        |
| 34667        | TDC Contracting Ltd.                | Repair and heating oil                    | \$ 7,683.22          | Multiple  |
| 34668        | Fort Smith Ski Club                 | 2019 contribution                         | \$ 5,000.00          | AD        |
| 34669        | RDV Mechanical                      | Water truck repairs                       | \$ 2,189.83          | WTP       |
| 34670        | Wood Buffalo Frolics Society        | 2019 contribution                         | \$ 5,000.00          | AD        |
| 34671        | Millennium Technologies             | VHF radios                                | \$ 2,467.50          | PS        |
| EFT          | Caterpillar Financial Services Ltd. | Lease contract                            | \$ 3,281.79          | PW        |
| 34672        | MSS Ltd.                            | Ambulance supplies                        | \$ 2,394.38          | Ambulance |
| 34673        | Paul Kaesers Stores Ltd.            | Turkeys for Christmas 2018                | \$ 2,717.81          | AD        |
| 34674        | Customer                            | Meter deposit refund                      | \$ 350.00            | AD        |
| 34675        | Borderline Contracting              | Repair fencing at lagoon                  | \$ 2,782.50          | PW        |
| 34676        | Jet Ice                             | Rental fee for tank set                   | \$ 315.00            | RCC       |
| 34677        | Millennium Technologies             | Radios                                    | \$ 4,221.00          | Ambulance |
|              | Payroll                             | Pay period January 4, 2019                | \$ 110,145.23        |           |
|              | Payroll                             | Pay period January 18, 2019               | \$ 118,806.76        |           |
| <u>Total</u> |                                     |   | <u>\$ 930,216.25</u> |           |



TOWN OF FORT SMITH  
ACCOUNTS PAID LIST PART 2  
FOR THE PERIOD ENDING JANUARY 31, 2019

| CHQ # | SUPPLIER            | DESCRIPTION                        | AMOUNT             |
|-------|---------------------|------------------------------------|--------------------|
| 34592 | Lynn Napier-Buckley | Travel expense claim               | \$ 1,270.85        |
| 34597 | Lynn Napier-Buckley | Reimbursement - replace cell phone | \$ 700.00          |
| 34633 | Aurora TPI Travel   | Mayor/SAO/Directors travel         | \$ 2,909.11        |
|       |                     | TOTAL                              | <u>\$ 4,879.96</u> |



DEPT.

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## Correspondence January 2019

|                  |                        |   |      |
|------------------|------------------------|---|------|
| January 7, 2019  | Catholic Womens League | Invitation to Opening Ceremony Convention | 1129 |
| January 10, 2019 | Doraine Grenier        | Update Request Letter                     | 1222 |
| January 21, 2019 | Dept of Lands          | License to Occupy letter                  | 2410 |
| January 25, 2019 | Aurora College         | Multi-year research renewal               | 1841 |
| January 25, 2019 | Aurora College         | Multi-year research renewal               | 1841 |
| January 28, 2019 | Caribou News           | Newsletter                                | 1126 |
| January 25, 2019 | Aurora College         | Multi-year research renewal               | 1841 |
| January 2019     | Up Here                | Magazine                                  | 1126 |
| January 2019     | A&B                    | Magazine                                  | 1126 |



**Town of Fort Smith  
Licensing Report  
January 2019**

| <b>Business License Holder</b>             | <b>Number</b> | <b>Details</b>                      |
|--|---------------|-------------------------------------|
| Duck Soup Cabs                             | 1             | Cab Company                         |
| Hobart and Mum Inc. (hmi)                  | 2             | Property Management, Consulting     |
| Shift                                      | 3             | Residential Youth Treatment Program |
| AECOM Canada Ltd.                          | 4             | Engineering Consulting              |
| Fort Smith Daycare Society                 | 5             | Childcare                           |
| Island Photography                         | 6             | Photography                         |
| Fort Smith Co-operative Nursery School     | 7             | Early Childhood Education           |
| NIVEK Ltd.                                 | 8             | Consulting & Education              |
| MiLin Enterprise                           | 9             | Janitorial                          |
| Salt River Gas Bar                         | 10            | Gas Bar & Plumbing                  |
| Northern                                   | 11            | Retail Store                        |
| Wally`s Drugs                              | 12            | Retail Pharmacy                     |
| Thebacha Business Development Services     | 13            | Business Development Services       |
| Berro`s Pizzeria                           | 14            | Restaurant                          |
| Blyth & Bathe Inc.                         | 15            | Environmental Consulting            |
| Fort Smith Smoking Products                | 16            | Home Delivery                       |
| Uncle Gabe`s Friendship Centre             | 17            | Community Centre                    |
| Whispering Pines Cottages                  | 18            | Accommodation                       |
| Royal Canadian Legion #239                 | 19            | Legion                              |
| Northern Life Museum & Cultural Centre     | 20            | Museum & Cultural Centre            |
| Pelican Restaurant (Kailin Trading Co Ltd) | 21            | Restaurant                          |
| Misty's Janitorial                         | 22            | Janitorial                          |
| JL Firewood                                | 23            | Firewood Sales                      |
| PK Hamilton                                | 24            | Writer, Editing, Media Consultant   |

|  |           |   |
|--|-----------|---|
| <b>Thebacha Helicopters</b>                        | <b>25</b> | <b>Helicopter Charter</b>                       |
| <b>Locust Mowing Inc.</b>                          | <b>26</b> | <b>Mowing, Brushing, Gravel Supply</b>          |
| <b>Portage Cabs</b>                                | <b>27</b> | <b>Cap Company</b>                              |
| <b>SK Contracting Ltd.</b>                         | <b>28</b> | <b>Construction &amp; Renovations</b>           |
| <b>North Raven</b>                                 | <b>29</b> | <b>Consulting</b>                               |
| <b>RTL Recycling</b>                               | <b>30</b> | <b>Bottle Depot &amp; Electronics Recycling</b> |
| <b>Aurora TPI Travel</b>                           | <b>31</b> | <b>Travel Agent</b>                             |
| <b>Border Cabs</b>                                 | <b>32</b> | <b>Cab Company</b>                              |
| <b>Joan's Health &amp; Fitness</b>                 | <b>33</b> | <b>Exercise Studio, Holistic Therapies</b>      |
| <b>Something For Everyone</b>                      | <b>34</b> | <b>Photography</b>                              |
| <b>Action Synergy Inc. dba Paddle Performance</b>  | <b>35</b> | <b>First Aid Instructor, Kayak Instructor</b>   |
| <b>JMC Construction</b>                            | <b>36</b> | <b>Painting, Carpentry &amp; Plumbing</b>       |
| <b>Matt's Cat-Car Care</b>                         | <b>37</b> | <b>Auto Detailing</b>                           |
| <b>The Rusty Raven Gallery &amp; Gift</b>          | <b>38</b> | <b>Coffee Bar, Framing Service &amp; Gifts</b>  |
| <b>T.O.T.A.L. Training &amp; Services</b>          | <b>39</b> | <b>Safety Training</b>                          |
| <b>Daitch &amp; Associates</b>                     | <b>40</b> | <b>Writing, Tutoring &amp; Mediation</b>        |
| <b>P. W. Kaeser Stores Ltd.</b>                    | <b>41</b> | <b>Retail Store</b>                             |
| <b>Kaesers Home Furnishings</b>                    | <b>42</b> | <b>Retail Store</b>                             |
| <b>Ace Building Centre (Freund Building Supply</b> | <b>43</b> | <b>Building Supplies</b>                        |
| <b>Scott Enterprises</b>                           | <b>44</b> | <b>Consulting &amp; Education</b>               |
| <b>Rosa Enterprises</b>                            | <b>45</b> | <b>General Contracting</b>                      |
| <b>Whooping Crane Guest House</b>                  | <b>46</b> | <b>B&amp;B</b>                                  |
| <b>Brookmar Electric</b>                           | <b>47</b> | <b>Electrical Contracting</b>                   |
| <b>Martselos Services Ltd.</b>                     | <b>48</b> | <b>Inn, Catering &amp; Leasehold</b>            |
| <b>Mackenzie Electric Ltd.</b>                     | <b>49</b> | <b>Electrical Contracting</b>                   |
| <b>Northwind Consulting</b>                        | <b>50</b> | <b>Educational Consulting</b>                   |
| <b>H&amp;R Block</b>                               | <b>51</b> | <b>Tax Preparation</b>                          |

|   |           |   |
|---|-----------|---|
| <b>SYSCO</b>  | <b>52</b> | <b>Food Distribution</b>                                  |
| <b>Bank of Montreal</b>                               | <b>53</b> | <b>Bank</b>   |
| <b>Dewolf Artworks</b>                                | <b>54</b> | <b>Graphic Design, Jewelry, &amp; Art</b>                 |
| <b>Avery Cooper &amp; Co. Ltd.</b>                    | <b>55</b> | <b>Accountants</b>  |
| <b>Mackenzie Veterinary Services Ltd.</b>             | <b>56</b> | <b>Veterinarian</b>                                       |
| <b>Compas North Child &amp; Family Consulting</b>     | <b>57</b> | <b>Child &amp; Family Consulting</b>                      |
| <b>Debbie's Sewing</b>                                | <b>58</b> | <b>Custom Sewing &amp; Fabric Sales</b>                   |
| <b>Aurora Building Developers Ltd.</b>                | <b>59</b> | <b>Property Management</b>                                |
| <b>G. B. Superior Sound</b>                           | <b>60</b> | <b>Consumer Electronics</b>                               |
| <b>Northwestern Air Lease Ltd.</b>                    | <b>61</b> | <b>Airline, Fuel Sales &amp; Pilot Training</b>           |
| <b>Wood Buffalo Frolics Society</b>                   | <b>62</b> | <b>Wood Buffalo Frolics Organizing</b>                    |
| <b>Ken's Construction</b>                             | <b>63</b> | <b>General Contracting</b>                                |
| <b>933318 NWT Ltd o/a JR Enterprises</b>              | <b>64</b> | <b>Real Estate Rentals</b>                                |
| <b>4686 NWT Ltd</b>                                   | <b>65</b> | <b>Consulting, Contracting, Food Truck</b>                |
| <b>Active Art</b>                                     | <b>66</b> | <b>Artist</b>   |
| <b>Sun Dog North Inc.</b>                             | <b>67</b> | <b>Liquor Store</b>                                       |
| <b>Fort Smith Minor Hockey Association</b>            | <b>68</b> | <b>Arena Canteen</b>                                      |
| <b>High Country Refrigeration</b>                     | <b>69</b> | <b>Refrigeration</b>                                      |
| <b>Salt River First Nation Dev. Corp Petro-Canada</b> | <b>70</b> | <b>Gas Bar &amp; Convenience Store</b>                    |
| <b>Salt River First Nation Dev Corp Tim Hortons</b>   | <b>71</b> | <b>Restaurant</b>   |
| <b>Stantec Architecture Ltd.</b>                      | <b>72</b> | <b>Architecture, Engineering, Design &amp; Consulting</b> |
| <b>Wilderness Edge Guest House</b>                    | <b>73</b> | <b>Guest House</b>  |
| <b>CPOW Productions Ltd.</b>                          | <b>74</b> | <b>Construction</b>                                       |
| <b>Shane's Flooring Ltd.</b>                          | <b>75</b> | <b>Flooring Sales &amp; Installation</b>                  |
| <b>Cam's Husqvarna Sales &amp; Service</b>            | <b>76</b> | <b>Small Engine Sales &amp; Repairs</b>                   |
| <b>The Old Skillet</b>                                | <b>77</b> | <b>Catering</b>   |
| <b>RDV Mechanical</b>                                 | <b>78</b> | <b>Automotive Repair</b>                                  |

|  |               |  |
|--|---------------|--|
| Northern Healthy Living Inc.                 | 79            | Restaurant & Catering                          |
| Fort Smith Construction NT Ltd.              | 80            | Construction                                   |
| Fire Protection Services 2016 Ltd.           | 81            | Fire Suppression Systems                       |
| First Canada ULC                             | 82            | School Bus                                     |
| Wesclean Northern Sales Ltd.                 | 83            | Janitorial Supplies, Paint, Courier Service    |
| Cascade Publishing Ltd. o/a Cascade Graphics | 84            | Printing, Photography, Graphic Design          |
| 943599 NWT Ltd.                              | 85            | Property Management                            |
| Clark Builders                               | 86            | Construction                                   |
| Canada North Agencies Ltd.                   | 87            | Office Space Leasing                           |
| Joan Mercredi Barrister & Solicitor          | 88            | Legal Services                                 |
| Fort Smith Janitorial                        | 89            | Janitorial                                     |
| DHT Contracting                              | 90            | General Contracting                            |
| Snap-On Tools                                | 91            | Tool sales                                     |
| PopnJ Creative Services                      | 92            | Digital Media Services, Research & Editing     |
| Skideaway Road Designs                       | 93            | Crafts   |
| Heidema Photography Inc.                     | 94            | Photography & Fine Art Prints                  |
| L. B. Martin Consulting                      | 95            | HR Services Contracting                        |
| Marvil Construction                          | 96            | Aerial & Com. Tower construction & Maintenance |
| Cutting Edge Contracting                     | 97            | Construction                                   |
| <b>Development Permits</b>                   | <b>Number</b> | <b>Details</b>                                 |
| No development permits issued this month     |               |  |
| <b>Lottery License Holder</b>                | <b>Number</b> | <b>Details</b>                                 |
| Fort Smith Recreation Hockey League          | 1             | Raffle   |
| Fort Smith Minor Hockey                      | 2             | 50/50 raffle                                   |
| Wood Buffalo Frolics Society                 | 3             | Raffle   |
| Wood Buffalo Frolics Society                 | 4             | Bingo  |
| Wood Buffalo Frolics Society                 | 5             | Nevadas  |
| Wood Buffalo Frolics Society                 | 6             | Raffle   |

| <b>Dog Tag Holder</b>               | <b>Number</b> | <b>Details</b>              |
|-------------------------------------|---------------|-----------------------------|
| <b>Don and Mela MacLean</b>         | <b>1</b>      | <b>Pomeranian</b>           |
| <b>Don and Mela MacLean</b>         | <b>2</b>      | <b>Pomeranian</b>           |
| <b>Gail and Peter Sajo</b>          | <b>3</b>      | <b>Huskey</b>               |
| <b>Gail and Peter Sajo</b>          | <b>4</b>      | <b>Huskey</b>               |
| <b>Ray Currie</b>                   | <b>5</b>      | <b>Medium mixed</b>         |
| <b>Bart and Gail Hartop</b>         | <b>6</b>      | <b>Medium mixed</b>         |
| <b>Lauraine and Terry Armstrong</b> | <b>7</b>      | <b>Lab cross</b>            |
| <b>Jim Hood</b>                     | <b>8</b>      | <b>Lab</b>                  |
| <b>Jeff and Betty Dixon</b>         | <b>9</b>      | <b>Terrier cross</b>        |
| <b>Tanya Vyse</b>                   | <b>10</b>     | <b>Shihtzu</b>              |
| <b>Tanya Vyse</b>                   | <b>11</b>     | <b>Border collie/hound</b>  |
| <b>Tony and Lorna Clements</b>      | <b>12</b>     | <b>Border Collie</b>        |
| <b>Perry Delorme</b>                | <b>13</b>     | <b>Sled dog</b>             |
| <b>Mike Butler</b>                  | <b>14</b>     | <b>Medium mixed</b>         |
| <b>Al and Lynn Dumont</b>           | <b>15</b>     | <b>Chihuahua</b>            |
| <b>Al and Lynn Dumont</b>           | <b>16</b>     | <b>Cheltie/Huskey cross</b> |
| <b>Diane Seals</b>                  | <b>17</b>     | <b>Small mixed</b>          |
| <b>Barry and Rita Bernhardt</b>     | <b>18</b>     | <b>Small mixed</b>          |
| <b>Carolyn Matthews</b>             | <b>19</b>     | <b>Shihtzu/Terrier</b>      |
| <b>Jennifer and Dwayne Venema</b>   | <b>20</b>     | <b>Huskey cross</b>         |
| <b>Sydney O'Sullivan</b>            | <b>21</b>     | <b>Huskey cross</b>         |
| <b>Ski-Doo Licenses</b>             | <b>Number</b> | <b>Details</b>              |
| <b>Aurora College</b>               | <b>910</b>    | <b>Skidoo</b>               |
| <b>Aurora College</b>               | <b>911</b>    | <b>Skidoo</b>               |
| <b>Aurora College</b>               | <b>912</b>    | <b>Skidoo</b>               |
| <b>Aurora College</b>               | <b>913</b>    | <b>Skidoo</b>               |
| <b>Aurora College</b>               | <b>914</b>    | <b>Skidoo</b>               |
| <b>Aurora College</b>               | <b>915</b>    | <b>Skidoo</b>               |

|                       |            |               |
|-----------------------|------------|---------------|
| <b>Aurora College</b> | <b>916</b> | <b>Skidoo</b> |
| <b>Aurora College</b> | <b>917</b> | <b>Skidoo</b> |
| <b>Aurora College</b> | <b>918</b> | <b>Skidoo</b> |
| <b>Aurora College</b> | <b>919</b> | <b>Skidoo</b> |
| <b>Aurora College</b> | <b>920</b> | <b>Skidoo</b> |